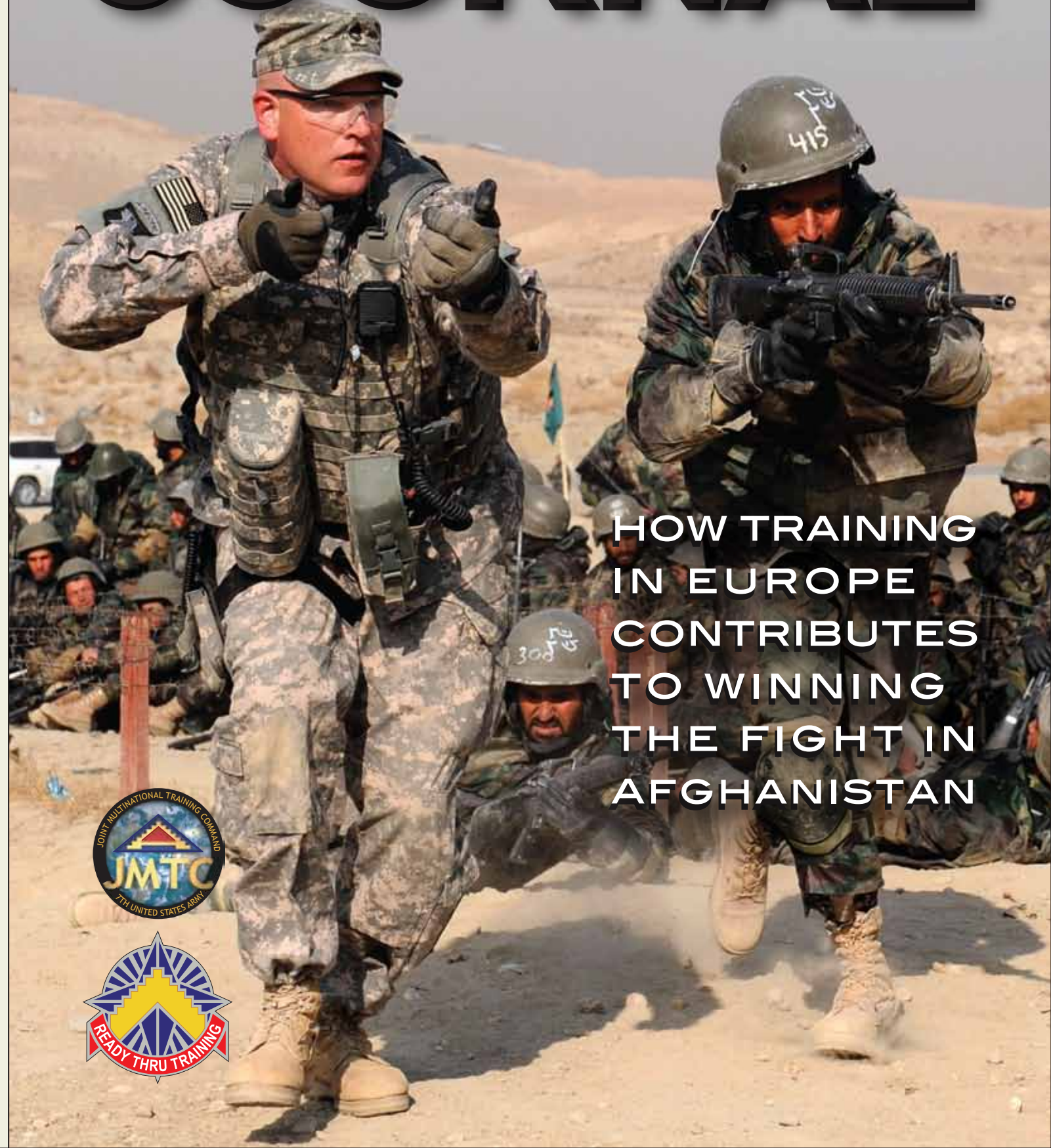


WWW.HQJMT.C.ARMY.MIL

WINTER 2010 / 2011

7TH U.S. ARMY JOINT MULTINATIONAL TRAINING COMMAND

T R A I N I N G JOURNAL



HOW TRAINING
IN EUROPE
CONTRIBUTES
TO WINNING
THE FIGHT IN
AFGHANISTAN



OFFICIAL MILITARY MAIL



JMT.C

T R A I N I N G
JOURNAL

7TH UNITED STATES ARMY
JOINT MULTINATIONAL
TRAINING COMMAND

HQ, 7TH ARMY JMT.C
PUBLIC AFFAIRS OFFICE
BLDG. 123, ROOM 101
UNIT 28130
APO AE 09114

WWW.HQJMT.C.ARMY.MIL

POSTAGE AND
FEES PAID BY
U.S. DEPARTMENT
OF DEFENSE





JMTc: Troops trained during FY 2010

United States
Number of Troops trained: 16,296
plus 489 U.S. National Guard Reservists

United Kingdom
Number of Troops trained: 1125

Germany
Number of Troops trained: 471

France
Number of Troops trained: 414

Italy
Number of Troops trained: 12

Canada
Number of Troops trained: 255

Poland
Number of Troops trained: 2684

Romania
Number of Troops trained: 1143

Turkey
Number of Troops trained: 17

Spain
Number of Troops trained: 43

Australia
Number of Troops trained: 3

Afghan National Army
Number of Troops trained: 375

Total remaining multinational forces trained at JMTc: 16,337



Summary of major International Security Afghanistan Force (ISAF) troop deployments as of Sept 2010:

A total of 45 nations are contributing to the success of the International Security Assistance Force (ISAF) mission.



United States
Number of Troops: 78,430



United Kingdom
Number of Troops: 9,500



Germany
Number of Troops: 4,590



France
Number of Troops: 4,000



Italy
Number of Troops: 3,400



Canada
Number of Troops: 2,830



Poland
Number of Troops: 2,630



Romania
Number of Troops: 1,750



Turkey
Number of Troops: 1,740



Spain
Number of Troops: 1,555



Australia
Number of Troops: 1,455



Afghan National Army
Number of Troops: 119,388

Note: Totals do not include numbers of Soldiers trained by JMTc instructors at thier home bases and remote locations outside JMTc and JMRC Training Areas in Grafenwoehr and Hohenfels, Germany

"We serve in Afghanistan at a critical time. With the surge in ISAF strength and the growth of Afghan forces, we and our Afghan comrades have a new opportunity. . . we must secure and serve the people of Afghanistan. . . We must help Afghan leaders develop their security forces and build thier capacity to govern so they can increasingly take on the tasks of securing thier country and seeing to the needs of the Afghan people."

General David Petraeus
Commander, ISAF



THE JOINT MULTINATIONAL TRAINING COMMAND TRAINING JOURNAL

is an unofficial publication of the
7th United States Army Joint
Multinational Training Command.

Circulation is 5,000 copies.

Editorial views and opinions are
not necessarily those of the
Department of the Army.

Correspondence may be sent to:
HQ 7th Army JMTC
Attention: Public Affairs Office,
Building 123, Room 101
APO AE 09114
or via Bundespost:
HQ 7th Army JMTC
Attention: Public Affairs Office
Lager Grafenwoehr, Geb. 123
92655 Grafenwoehr

Telephone: DSN 475-7776
or commercial 09641-83-7776
email: jmtcpao@eur.army.mil

JMTC COMMAND

Commanding General
U.S. Army, Europe
Gen. Carter F. Ham

Commanding General
7th U.S. Army JMTC
Brig. Gen. Steven L. Salazar

JMTC PUBLIC AFFAIRS

Public Affairs Officer
Maj. Jennifer R. Johnson

Deputy Public Affairs Officer
Denver Makle

JMTC Public Affairs Specialists
Christian Marquardt
Michael Beaton

JMTC Public Affairs Staff
Sgt Maj. Rodney Williams
Staff Sgt. Lyttleton Yates



JOINT MULTINATIONAL TRAINING COMMAND

TRAINING JOURNAL

TABLE OF CONTENTS

- 4**
170TH EVENT HIGHLIGHTS TRAINING STANDARD SET IN EUROPE
Command Sgt. Maj. Darius A. ZaGara, JMTC
- 5**
COMBINED ARMS TRAINING CENTER COURSES SUPPORT C-IED AND ISAF MISSION
Maj. Keith E. Matiskella, CATC
- 6**
SPECIAL FEATURE: COMISAF'S COUNTERINSURGENCY GUIDANCE
Gen. David Patraeus, Commander ISAF
- 10-13**
JMRC RENEWS EFFORTS TO TRAIN MULTINATIONALS
Maj. Phillip J. Borders, JMRC
- 14**
AFGHANISTAN: BUILDING A CULTURAL KNOWLEDGE BASE
Maj. Stephen Thibodeau, JMTC
- 15**
JOINT FORCE TRAINING CENTRE:
A FOCUS ON TACTICAL INTEROPERABILITY WITH PARTNERS
- 16**
MULTINATIONAL TRAINING PARTNERSHIP:
ENHANCING THE ROMANIAN LAND FORCES TRAINING CENTER
Capt. Antonio Perez III and Lt. Col John Lange, JMRC
- 17**
TRAINING POMLTs AT JMRC
Maj. Ben Torpy, JMRC
- 19**
NCOA CHANGES WITH TIMES, 18-DAY COURSE IN EFFECT
By Sgt. Major Michael Martin, Deputy Commandant 7th Army NCO Academy
- 20**
RTSC-ITALY PARTNERS TO ENABLE SUCCESSFUL
TRAINING, EXPAND U.S. PRESENCE IN ITALY
By James Matheson, Regional Training Support Center Italy
- 21**
ARMY RESERVE INSTRUCTORS GO WHERE YOU GO
REMOTE OFFICER EDUCATION AT CAMP BONDSTEEL
- 22**
NATIONS HELPING NATIONS, A U.S. EUROPEAN COMMAND,
JOINT FORCE BRUNSSUM, AND U.S. ARMY IN EUROPE INITIATIVE
Lt. Col. Bill Williams, USAREUR Multinational Training Division
- 23**
BLACKHAWKS CAST SHADOW UAV OVER THE BLACK SEA
Sgt. Charles D. Crail, 172nd Infantry Brigade Public Affairs
- 24**
JMTC SUPPORTS EXERCISE RAPID TRIDENT 10
By Denver Makle, JMTC Public Affairs.
- 25**
STAND TO! NATO TRAINING MISSION-AFGHANISTAN: ONE YEAR ANNIVERSARY
- 26**
ARMY TRAINING NETWORK HEATING UP AS FAVORITE ARMY TRAINING RESOURCE
Diane R. Walker, Combined Arms Center-Training Contractor
- 27**
THE BULLSEYE TEAM:
INTEGRATING MULTINATIONAL AIR-POWER AT JMRC
Lt. Col. Richard S. Briscoe, JMRC
- 28**
IN AND AROUND GRAFENWOEHR MILITARY COMMUNITY
- 29**
PRE-DEPLOYMENT READING LIST FOR AFGHANISTAN

Cover photo: U.S. Air Force Tech. Sgt. Efen Lopez



JMTC ONLINE
www.hqjmtc.army.mil

JMTC COMMAND SERGEANT MAJOR'S COLUMN



TRAINING MULTATIONALS A KEY COMPONENT OF SECURITY FORCE ASSISTANCE

By Command Sgt. Maj. Darieus A. Zagara

Wherever we go, in and around Europe or even in the United States, people more readily recognize the Joint Multinational Training Command (JMTC) as a training command; and not just a training center. We are multi-dimensional in scope, in that JMTC not only provides home-station training, we also provide, "go to war training." We are also multinational as we integrate our multinational partners into virtually every aspect of our training.

The JMTC's multinational mission further enhances the ability of all partner nations as they participate in Theater Operations. Our multinational partners utilize our facilities to train and strengthen their security functions and improve their readiness to participate in multinational security operations. To remain relevant, we constantly review lessons learned

in order to meet Theater Security Cooperation initiatives and remain proficient in strengthening the effectiveness of combined coalitions for future missions.

Currently, at the Joint Multinational Readiness Center (JMRC) in Hohenfels Germany, one of our missions is to train and mentor multinational forces for the various missions and roles that they will be a part of in Afghanistan. During specific JMRC rotations, we provide specified training for Operational Mentor and Liaison Teams (OMLT), where our multinational partners gain a wealth of knowledge in mentoring, coaching and teaching actual Afghan National Army (ANA) Soldiers. At the same time, those ANA Soldiers get a chance to work alongside troops from other countries, just as they will downrange.

More recently, in direct support of Security Force Assistance, the JMRC hosted its first Police Operational Mentor and Liaison Team (POMLT) training exercise. This particular event provided the opportunity for Afghan civilian police officers to work with the very NATO forces that will perform as POMLTs down range. There is no other training center in the US Military that can get to this level of fidelity in the training environment.

The JMTC also has an active role in Theater Security Cooperation. One of those missions is in the development of our partner nations NCO corps. We recently completed the third and final iteration of the Polish Force's SGM's course. Although two JMTC SGMs advised and assisted the Polish Land Force's (PLF) Cadre, who by the way were all graduates of the United States Army Sergeants Major Academy, it was a Polish Cadre led event. Due to past and present successes of this cooperative venture the PLF's ability to train their senior NCOs has been validated by the Polish Land Forces CSM, as directed by their country's Chief of Defense. This capstone course whose original design was by the US Army has been modified by and adopted as the Polish Military's Cap Stone NCO course.

JMTC is truly a Training Command that consistently builds and strengthens our Partner Capacity. The multinational aspect of all the training plans developed at the JMTC proves to enhance both our US and Partner Nations on equal footing. We benefit as much from our partner participation as they from ours; this is truly a joint venture, and a win-win situation.

DARIEUS A. ZAGARA

Command Sergeant Major, USA
JMTC CSM

JMTC WEB WATCH

Why you should bookmark it: **WWW.ISAF.NATO.INT**

Understanding the ISAF mission in Afghanistan and it's goals in assisting the Afghan people on the road to peace and stability is an essential part of every U.S. and multinational Soldier's training before arriving in country. In Afghanistan, NATO assists the Government of the Islamic Republic of Afghanistan (GIROA) in exercising and extending its authority and influence, paving the way for reconstruction and effective governance.

NATO does this predominantly through it's United Nations-mandated International Security Assistance Force (ISAF).

Take the time to visit and explore the ISAF Web site and its policies and content. The ISAF Public Affairs Office compiles and maintains up-to-the-minute news coverage to keep Soldiers and families informed and knowledgeable about efforts to bring peace to the region, and combat the insurgency. There is an extensive archive of documents, videos and publications that are downloadable.

The ISAF commander, General David Petraeus regularly posts letters and command information updates directly to the site from ISAF headquarters and from the field.

Review this site, there is an alphabetical list of ISAF topics to inform and assist Soldiers in understanding specific challenges - military and cultural.



FEATURE

Combined Arms Training Center courses support C-IED and ISAF mission

JMRC C-IED TRAINING FOCUSES ON COLLECTIVE TRAINING

By Maj. Keith E. Matiskella, Chief Combined Arms Training Center

Since, Improvised Explosive Devices (IEDs) are a major threat to U.S. and International Security Assistance Force (ISAF) Soldiers operating in Afghanistan, and those in Iraq the Combined Arms Training Center at Rose Barracks introduced two new courses to support Counter-IED (C-IED) training for deploying units.

The first course, the MRAP Master Driver course certifies a unit's NCOs to train and license Soldiers on the maintenance and operation of a specific Mine Resistant Ambush Protected (MRAP) vehicle. The second is a CIED Master Trainer course for mid-grade NCOs and junior officers. This course develops subject-matter-experts to advise commanders of the assets available to support the C-IED training of their units, at the company and battalion levels.

"The train-the-trainer aspect of both these courses is effective for U.S. Forces because it allows us to get the training to more Soldiers by creating instructors in every unit," said Sgt. Major Lance Dyckman, CATC. "By developing leaders in our partner nations, who are able to provide high-quality training on relevant subjects; we are building the capacities of these Armies to train autonomously and not just providing training to a few of their Soldiers."

The MRAP drivers training program started in May, shortly after The Joint Multinational Training Command (JMTC) received a significant number of MRAP vehicles, the MaxxPro and MRAP All Terrain vehicles for their Mission Rehearsal Exercise training fleet.

"These vehicles gave us the capability to train students at JMTC, which was an opportunity usually only received in theater, from a New Equipment Training team, or from a few training locations in CONUS," said Sgt. 1st Class Brandon Fairchild, CATC Master Driver. "Poland was the first to take advantage of this opportunity and 15 Polish Soldiers from a Brigade deploying to Afghanistan successfully trained at Rose Barracks in May."

Since then, 232 Soldiers from Poland, Georgia, Slovakia, Slovenia, and Bulgaria graduated from the course with more than 150 already scheduled to complete the course by the end of the year.

Fairchild said, the course promotes the same standards used to their to certify U.S. Soldiers, and those Soldiers trained can return countries confident that they can train Soldiers to use safe-driving tactics, while defeating the potentially deadly impacts of an IED attack.

These countries not having their own MRAP fleets to train on when they aren't deploying is a challenge. However, the foundation is there to give them a self-sustaining capability once the material resources are available, he said.

"There is confidence that comes from knowing you have a piece of equipment that will protect you from attack," said Dyckman. "This course can only increase the effectiveness of our ISAF partners conducting operations side-by-side with U.S. Soldiers in Afghanistan."

Likewise, the CIED Master Trainer course was introduced in January 2010 to help U.S. units integrate C-IED training requirements and resources into their unit's deployment training.

Starting October 2010 students from several partner-nations participated in the first course. The students received instruction on IED composition and emplacement tactics, NATO C-IED doctrine, and how to combat the threat. The students also learn to plan C-IED

training lanes, while also becoming familiar with other resources and courses available at JMTC to support multinational C-IED training. "These students and those that have already signed-up for future courses, will take-back the latest in enemy IED tactics, and an understanding of NATO doctrine, said Sgt. 1st Class Ernest Hudson, CATC senior C-IED instructor. He said "They will be prepared to plan C-IED training events for themselves."

Although high-tech resources may not be available to all the countries, trainers say it is important that the Soldiers learn basic C-IED operations and develop an awareness of the devices, while learning battle drills and techniques that can be executed by small unit patrols, he said.

"The CATC can't train every Soldier in U.S. Army Europe or every multinational Soldier, but we try to train enough leaders to conduct training within their units," said Dyckman.

MINE-RESISTANT, AMBUSH-PROTECTED VEHICLE

Horsepower.....330 at 2,400 rpm
Range.....420 miles
Height.....104 inches
Width.....108 inches
Length.....233 inches
Weight.....29,000 lbs
Payload Max.....Up to 5,000 lbs
Passengers.....5

Elevated cab allows
soldiers to see more
and farther.

Run-flat Tires

MRAP



SPECIAL FEATURE

COMISAF'S COUNTER-INSURGENCY GUIDANCE

By General David Petraeus, International Security Assistance Force Commander



SECURE AND SERVE THE POPULATION.

The decisive terrain is the human terrain. The people are the center of gravity. Only by providing them security and earning their trust and confidence can the Afghan government and ISAF prevail.

EXERCISE INITIATIVE.

In the absence of guidance or orders, figure out what the orders should have been and execute them aggressively.

HELP AFGHANS BUILD ACCOUNTABLE GOVERNANCE.

Afghanistan has a long history of representative self-government at all levels, from the village Shura to the government in Kabul. Help the government and the people revive those traditions and help them develop checks and balances to prevent abuses.



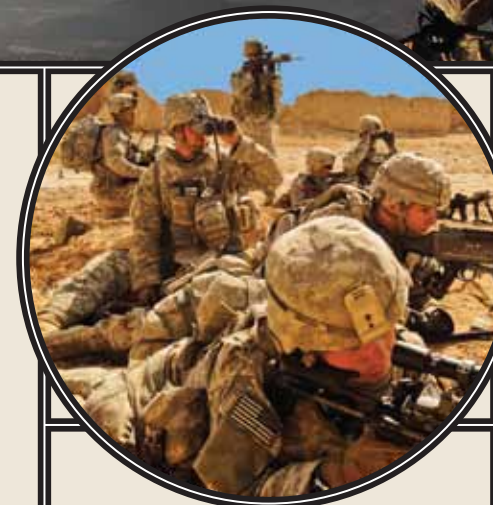
HELP CONFRONT THE CULTURE OF IMPUNITY.

The Taliban are not the only enemy of the people. The people are also threatened by inadequate governance, corruption, and abuse of power-recruiters for the Taliban. President Karzai has forthrightly committed to combat these threats. Work with our Afghan partners to help turn his words into reality and to help our partners protect the people from malign actors as well as from terrorists.



FIGHT HARD AND FIGHT WITH DISCIPLINE.

Hunt the enemy aggressively, but use only the firepower needed to win a fight. We can't win without fighting, but we also cannot kill or capture our way to victory. Moreover, if we kill civilians or damage their property in the course of our operations, we will create more enemies than our operations eliminate. That's exactly what the Taliban want. Don't fall into their trap. We must continue our efforts to reduce our civilian casualties to an absolute minimum.



LIVE AMONG THE PEOPLE.

We can't commute to the fight. Position joint bases and combat outposts as close to those we're seeking to secure as is feasible. Decide on locations with input from our partners and after consultation with local citizens and informed by Intelligence and security assessments.



PURSUE THE ENEMY RELENTLESSLY.

Together with our Afghan partners, get our teeth into the insurgents and don't let go. When the extremists fight, make them pay. Seek out and eliminate those who threaten the population. Don't let them intimidate the innocent. Target the whole network, not just individuals.



EMPOWER SUBORDINATES.

Resource to enable decentralized action. Push assets and authorities down to those who most need them and can actually use them. Flatten reporting chains (while maintaining hierarchical decision

chains). Remember that it is those at tactical levels -the so-called "strategic sergeants" and "strategic captains" - who turn big ideas in counterinsurgency operations into reality on the ground.

SPECIAL FEATURE

IDENTIFY CORRUPT OFFICIALS.

President Hamid Karzai has said, "My government is committed to fighting corruption with all means possible." Help the government achieve that aim. Make sure the people we work with work for the

people. If they don't, work with partners to enable action, or we will appear to be part of the problem. Bring networks of malign actors to the attention of trusted Afghan partners and

your chain of command. Act with your Afghan partners to confront, isolate, pressure, and defund malign actors and, where appropriate, to refer malign actors for prosecution.

**FOSTER LASTING SOLUTIONS.**

Help our Afghan partners create good governance and enduring security. Avoid compromises with malign actors that achieve short-term gains at the expense of long-term stability. Think hard before pursuing initiatives that may not be sustainable in the long run. When it comes to projects, small is often beautiful.

**HOLD WHAT WE SECURE.**

Together with our Afghan partners, develop the plan to hold an area (and to build in it) before starting to clear or secure it. The people need to know that we will not abandon them. Prioritize population security over short-duration disruption operations. And when we begin to transition to Afghan lead, thin out rather than handing off and withdrawing, maintaining headquarters even as we reduce combat elements.

MONEY IS AMMUNITION; DON'T PUT IT IN THE WRONG HANDS.

Institute "COIN contracting." Pay close attention to the impact of our spending and understand who benefits from it. And remember, we are who we fund. How we spend is often more important than how much we spend.

WALK.

Stop by, don't drive by. Patrol on foot whenever possible and engage the population. Take off your sunglasses. Situational awareness can only be gained by interacting face-to-face, not separated by ballistic glass or Oakleys.

ACT AS ONE TEAM.

Work close with our international and Afghan partners, civilian as well as military. Treat them as brothers-in-arms. Unity of effort and cooperation are not optional.

**BE A GOOD GUEST.**

Treat the Afghan people and their property with respect. Think about how we drive, how we patrol, how we relate to people, and how we help the community. View our actions through the eyes of the Afghans and, together with our partners, consult with elders before pursuing new initiatives and operations.

BE FIRST WITH THE TRUTH.

Beat the insurgents and malign actors to the headlines. Preempt rumors. Get accurate information to the chain of command, to Afghan leaders, to the people, and to the press as soon as possible. Integrity is critical to this fight. Avoid spinning, and don't try to "dress up" an ugly situation. Acknowledge setbacks and failures, including civilian casualties, and then state how we'll respond and what we've learned.

WIN THE BATTLE OF WITS.

Learn and adapt more quickly than the enemy. Be cunning. Outsmart the insurgents. Share best practices and lessons learned. Create and exploit opportunities.

PARTNER WITH THE AFGHAN NATIONAL SECURITY FORCES

Live, eat, train, plan, and operate together. Depend on one another. Hold each other accountable at all echelons down to trooper level. Help our ANSF partners achieve excellence. Respect them and listen to them. Be a good role model.

MAINTAIN CONTINUITY THROUGH UNIT TRANSITIONS.

From day one, start building the information you'll provide to your successors. Share information and understanding in the months before transitions. Strive to maintain operational tempo and local relationships throughout transitions to avoid giving insurgents and malign actors a rest.

**FIGHT THE INFORMATION WAR AGGRESSIVELY.**

Challenge disinformation. Turn our enemies' extremist ideologies, oppressive practices, and indiscriminate violence against them. Hang their barbaric actions like millstones around their necks.

MANAGE EXPECTATIONS.

Avoid premature declarations of success. Note what has been accomplished and what still needs to be done. Strive to under-promise and over-deliver. Live our values. Stay true to the values we hold dear. This is what distinguishes us from our enemies. We are engaged in a tough endeavor. It is often brutal, physically demanding, and frustrating. All of us experience moments of anger, but we must not give in to dark impulses or tolerate unacceptable actions by others.

**CONSULT AND BUILD RELATIONSHIPS, BUT NOT JUST WITH THOSE WHO SEEK US OUT.**

Earn the people's trust, talk to them, ask them questions, and learn about their lives. Inquire about social dynamics, frictions, local histories, and grievances. Hear what they say. Be aware of others in the room and how their presence may affect the answers you get. Cross-check information and make sure you have the full story. Avoid knee-jerk responses based on first impressions. Don't be a pawn in someone else's game. Spend time, listen, consult, and drink lots of tea.

**PROMOTE LOCAL REINTEGRATION.**

Together with our Afghan partners, identify and separate the "reconcilables" from the "irreconcilables." Identify and report obstacles to reintegration. Help our partners address grievances and strive to make the reconcilables part of the local solution, even as we work with our partners to identify and kill, capture, drive out, or "turn" the irreconcilables.

JMRC doubles efforts to train multinationals

By Maj. Phillip J. Borders, Senior Observer Controller – Trainer, Joint Multinational Readiness Center

JMRC C-IED TRAINING FOCUSES ON COLLECTIVE TRAINING FROM PATROL-SIZE ELEMENTS TO BRIGADE-AND-BATTALION BATTLE STAFFS.

On March 18, 2010, U.S. Secretary of Defense Robert M. Gates outlined a directive to the Combatant Commanders to tangibly support partnered nations to “increase the effectiveness of their forces to Counter-Improvised Explosive Devices (C-IEDs).” The directive states; “we must now move forward with concrete actions to assist our coalition partners and enhance their C-IED capabilities in the areas of equipment, training and technical expertise.”

In response to this directive European Command (EUCOM), and subsequently U.S. Army in Europe (USAREUR) tasked the Joint Multinational Training Command (JMTC) in Grafenwoehr, and the Joint Multinational Readiness Center (JMRC) in Hohenfels, Germany, to conduct C-IED training for our partner nations in Europe.

The JMRC has always worked with partnered nations to conduct training during brigade rotations, and now JMRC has renewed its efforts to train them specifically on C-IED to ensure the success of the mission and to save Soldiers lives; no matter what flag they are wearing.

One unique aspect of the JMRC’s normal brigade rotations is the participation of coalition forces, which enhance the training environment.

Partnered nations act as Afghan Army replicators or additional units on the battlefield, such as Provincial Reconstruction Teams (PRTs) or company maneuver formations. They in turn receive training on C-IED in a counter insurgency (COIN) environment as part of a larger brigade force. Thirty percent of the forces that make-up the International Security Assistance Force in Afghanistan are coalition forces, and of that 30 percent, more than 80 percent are from the U.S. European Command’s area of responsibility.



The JMRC has always worked with partnered nations to conduct training during brigade rotations, and now JMRC has renewed its efforts to train them specifically on C-IED to ensure the success of the mission and to save Soldiers lives.

U.S. Army photo by Gertrude Zach

It is a natural fit to conduct training at, or from Hohenfels, Germany, to assist our partners in C-IED training and capacity building.

At the JMRC, C-IED training focuses on collective training from patrol-size elements to brigade-and-battalion battle staffs. The JMRC currently teaches three courses to help partnered nations build capacity, as well as, multinational C-IED cooperation. The first course, Defeat the Device Baseline Course, conducted at Hohenfels, focuses on senior NCOs and junior company-grade officers providing them a baseline understanding of C-IEDs to facilitate the training of their own troops prior to deployment.

The second course, the Attack the Network Battle Staff Course, conducted at the host nation, focuses on battalion

and brigade staffs and prepares them to operate in a C-IED or COIN, environment. The third course, Train the Force Situational Training Exercise (TtF STX) focuses on a battalion’s company and platoon patrols preparing formations for deployment and enabling nations to build capacity in their country through C-IED training. The C-IED TtF STX is taught at Hohenfels and in the host nation. All C-IED training is congruent with NATO standards, and in the cases where the curriculum diverges from those standards, the instruction uses current ISAF procedures to prepare Soldiers for deployment.

The JMRC will train approximately 1,728 Soldiers from seven countries between May and December 2010, in addition to the 2,531 multinationals that trained as part of brigade rotations between April and September.

Additionally, the JMRC implemented a multinational Defeat the Device Route Clearance Patrol (RCP) course in November while also standing up the “Badger” Observer Controller team dedicated to multinational C-IED training in the spring of 2011.

The multinational courses at JMTC and JMRC are focused on two things: preparing Soldiers for combat in a C-IED/COIN environment, and saving Soldiers lives no matter what flag they wear.

The JMTC and JMRC will continue to support our coalition partners and assist in building national capacity as part of the Security Forces Agreement (SFA). As outlined by Secretary Gates. This will be done “In support of the appropriate Combatant Commander, and in accordance with the governing authorities, the Joint Improvised Explosive Device Defeat Organization.

INTERVIEW



Photo by JMTC PAO

REPORTER CASEY BAIN INTERVIEWED BRIG. GEN. STEVEN L. SALAZAR AT THE JOINT MULTINATIONAL READINESS CENTER (JMRC) DURING THE 170TH INFANTRY BRIGADE COMBAT TEAM’S MISSION REHEARSAL EXERCISE AT HOHENFELS.

Casey Bain: How does JMTC view the importance of integrating joint and coalition assets to help train Army brigade combat teams (BCTs) for deployment?

Brig. Gen. Salazar: When I went as a brigade S3 (Operations Officer) to NTC multiple times. I went as a battalion commander and then as a brigade commander, but back then we tended to operate in isolation. It was heavy brigade maneuver. You may have gotten a little CAS (close air support) and you might have gotten a little ISR (Intelli-

gence, Surveillance, and Recon- but you didn’t really get anything near the capabilities that we employ in theater right now. These fights that we have been in have absolutely driven the requirement. The Combat Training Centers (CTCs) are able to replicate it [the fight], and actually provide the types of resources that the commanders will have downrange. What the CTCs have always done was be a place where we can pull together all of the resources necessary to replicate a very realistic training environment, and of course, it has to be

current in order for it to be relevant. You know you can throw a whole lot of CAS at a commander in his area of operation, but if he doesn’t have an effective targeting process by which they’ve figured out how to use all those available resources then you have missed opportunities and resources have gone wasted. It’s incumbent upon us to be able to put all of those at his disposal in this training environment and capture their employment of them so that you then can give them the feedback on how effectively they’ve integrated and synchronized those capabilities.

Casey Bain: Of course, what you’re doing here is really very impressive. I mean this is complex by itself, just walking through the town a little bit, and especially after as much time as I’ve spent out on the other training sites, it’s very impressive.

Brig. Gen. Salazar: You’ve probably seen this at each of the other training centers... **this is the creativity of the American Soldier, it’s that Gestalt factor, you know, where they go ‘This doesn’t look like what I saw when I was in Iraq or Afghanistan,’ and then they build facades, and they put up carpets, and make things look realistic. It’s really the first principle of doing effective training and that’s to create a very realistic training environment.**

Casey Bain: I’ve had the opportunity to speak with the commanding generals at NTC and JRTC about integrating joint and coalition assets at the respective CTCs. What are your thoughts on helping facilitate joint, service, and coalition training objectives at JMTC?

Brig. Gen. Salazar: First of all, those components help to create a realistic training environment, and as I mentioned, it’s our responsibility as the Operations Group and Observer Controllers to capture what has happened because what we are looking for is to capture the cause and effect. Because we think that is the best way for the rotational unit to learn. It gets away from the cognitive that you get in PowerPoint presentations back at home-station and gets into

Brig. Gen. Salazar (continued): the actual experiential, which is then discovering why something had the outcome that it did, and how they go about improving. What we can do is capture the chain-of-events, for example, those that result in a death of a coalition soldier.

When you're in combat it's very difficult to understand all the things that led-up to that actual attack. So it's very difficult in combat to understand what could have been done had you operated more effectively, using all the available capabilities to interdict that particular event.

Whereas, here we can walk it back and show that you captured this guy who had this information, but you failed to get it from him because you didn't have effective interrogation or detainee operations or processes.

You had an IED or a cache here, but you failed to exploit and get the forensics and other information available from it, and when you package all that up and line it all out, you had all the information that if managed effectively would have led you to make the right decision on the battlefield, it may have given you a different outcome. I can't imagine a greater service that our CTCs can provide to a commander than that. It helps him figure out how he has to continue to develop his operating process which gets to overall mission command.

Now, if you're at NTC or JRTC an Afghan National Security Forces (ANSF) soldier is being replicated by an American and we're not good at pretending that we are Afghans. The soldier you see out there at the TCP (traffic control point) is Albanian. He probably speaks English about as well as an Afghan National Army (ANA) soldier would, and by the way, he looks a lot like an Afghan soldier would. So beginning at that TCP, the American soldier who is interacting with that ANA is developing a cultural understanding.

In this case, its combined operations at the buddy-team-level, and it may not be an Afghan, just like at the other CTCs, but in this case it's a guy with a different language, a very different culture, and a very different understanding of his army's doctrine, values, etc. What we have found is that you just can't get any more realistic than that.

So we design the scenario, and inevitably we'll design a meeting on projects and the Afghans will show-up and say that isn't the way we'd do it...and that's great because we'll fix it on the spot.

Now, it's (scenario) as realistic as you can possibly make it. I know the other CTCs have the potential to bring folks from Afghanistan, but I think just because we're closer, we have less constraints on being able to bring them here in Germany; and because they go straight from Afghanistan to a U.S. military installation with all the appropriate SOFA (Status of Forces Agreements), we've gotten pretty effective at getting ANA soldiers and Afghan National Police (ANP) here to do that interface with U.S. soldiers). As an example, in this rotation we have a Czech battalion and they have been doing this with us for awhile. So you've got a (Czech Republic) colonel that shows up with his troops. He's here to role-play ANA, and to prepare his formation to go be a Provincial Reconstruction Team. These guys are tactically proficient.

So now we're asking them to play ANA. On the surface you'd say that it doesn't work because their training objectives don't match what we'd need to replicate the ANA.

Not true, because as we are trying to get ANA in the lead in Afghanistan you've got some pretty proficient organizations, and inevitably if you give a U.S. commander a unit that he doesn't think is necessarily proficient, what does he do? He takes the lead.

What we've created is an environment now that the Czech commander with his Soldiers is taking the lead, and we're putting the U.S. formation in the position in which our commanders (COMISAF) and everyone else wants us to be in, which is not the lead, but figuring out how to support effectively with the ANA as the lead. We can replicate their reporting processes and the communication network, and all those things. A key part of that replication is the Afghan Mission Network.

For years COMISAF has been saying that we've got to get all our troop contributing nations on a common network. Until this July, our units downrange could not communicate digitally in many cases with their higher headquarters, and they could not get a common operational picture in their area of operations (AO) with their coalition partners. General McChrystal drove it and it's happening now. So starting this summer Afghan Mission Network came on-line by bringing together the various national or NATO secret networks into one network.



Belgian forces take to the Grafenwoehr Training Area in preparation for deployment. Photo: JMTC PAO

This is the second brigade that's come to their MRE with this capability (known as CENTRIX ISAF). There have only been two brigades in the entire U.S. Army that have fielded, used this system going into their MRE, and used it in their MRE.

The JMRC and JMTC are unique in that we are outfitted for CENTRIX ISAF operations, and we have brought in those brigades (to train) with that capability.

That gets to coalition operations. What does the enemy want to do in Afghanistan? The stated Taliban mission is to defeat NATO; We are doing NATO training in preparing our units, as well as, our coalition partners for NATO operations in Afghanistan.

No other CTC is doing that.

I am sure if you asked our senior military leadership, the success of NATO is our primary objective.

The second part of that is the primary effort in Afghanistan standing up of the ANSF, so they can take the lead. We do that from two standpoints. First, by how I described earlier, by replicating ANSF in the (maneuver) box we're training our units, but also because the CTC trains the Operational Mentor and Liaison Teams on behalf of NATO from many different nations that are deploying to Afghanistan.

We're coming up on our 17th iteration of more than 5,000 multinational soldiers

being trained on how to be mentors. There is a synergy between OC teams who have been training mentors from multiple different nations.

Teaching them how to effectively mentor, advise, and partner with ANSF; and those same guys are now out here, so if you talk to this captain who is OCing this U.S. infantry platoon who is partnering with the ANP, he's done that. He's trained that. I believe a better understanding of what this (infantry) platoon needs to be doing to effectively accomplish their mission to partner with the Afghan Army police.

Which get at the three components of Counter-IED operations: defeat the device; attack the network; and train the force.

I will tell you this is a coalition operation. The Taliban is all about kicking NATO out of Afghanistan. I believe that every IED in Afghanistan that kills a coalition soldier has not only a tactical, but a strategic impact. Because every time you bring home an Italian soldier in a casket or a German soldier there will be, as you would expect there to be, a national-level, decision-making consideration of the commitment of that nation to Afghanistan.

Casey Bain: *What do you see as the most significant training challenge at JMRC and JMTC over the next 12-24 months?*

Brig. Gen. Salazar: Our first priority is to continue to train our U.S. forces for deployment to contingency operations. Of course, that's Afghanistan now. One of the advantages that we have in Europe right now is that all of our units are focused on Afghanistan. There's a unity of effort because every major USAREUR based unit is going to Afghanistan.

Oh by the way, with 37 partnered troop contributing nations of the 45 nations, in Afghanistan; These guys are training with the same folks that they are going to fight with when they go downrange.

The Counter-IED effort I mentioned with our multinational partners, I think is absolutely essential.

Brig. Gen. Salazar on Counter-IED Training:

"We've taken that on. We have always had a Counter-IED capability here, just as do the other CTCs, but, we have since added a team that is training specifically multinational partners. We're on our 15th or 16th training event where we've sent a mobile training team to Poland, Romania, and the list goes on and on, or have hosted multiple countries here. In just the past six months, we've trained more than 3,000 soldiers, leaders, staff officers, and others."

"Frankly, I think that it's our responsibility to handle this as directed by the Secretary of Defense, to ensure that we are doing what we can to make sure that those units, those soldiers and leaders are trained, prepared, and in partnership with CENTCOM are equipped to be effective in the Counter-IED fight."

At the same time, we are always looking forward, and to the future on what our training requirements are going to be, based on what you know, and what's been directed by the Chief (Chief of Staff of the Army).

We are going to have to create a very complex, hybrid threat environment which is going to drive learning by organizations, and it's going to inform our doctrine and inform those in the practical application of full-spectrum operations.

I think we are uniquely postured to do that for many of the reasons that I've already explained. The advantage we have is that we have multinational

partners. We know we're not going to fight alone. There is going to be a host nation partner, and we can replicate that host nation partner here.

Casey Bain: *Any closing thoughts or messages that you'd like to share with our joint and coalition audience?*

Brig. Gen. Salazar: I think because we're uniquely postured forward and in a natural coalition, multinational environment that we remain a very valuable resource not only for our Army, but for the Department of Defense, and for the nation. Not only to prepare our units and coalition partners for this current fight, but also for the next fight.



A platoon of newly graduated Afghan National Army commandos quick-time march following a graduation ceremony. Photo courtesy of ISAF



NATO Training Mission-Afghanistan: One Year Anniversary

What is it?

The NATO Training Mission-Afghanistan (NTM-A) was established on Nov. 21, 2009 to assist in building the capability and capacity of the Afghan National Security Force (ANSF).

What has the Army done?

While NTM-A is a joint and multinational organization, consisting of all five services (traditional four plus the Coast Guard) and personnel from 28 other countries; the Army is the driving force of the organization. The Army has sent hundreds of individual augmentees with key specialties, female drill sergeants from the 95th Institutional Training Division and a composite battalion to fill trainer gaps throughout Afghanistan.

The Afghan National Army and Police have increased by over 64,000 personnel - the largest quantitative growth of any year of the Afghan National Security Forces. To improve ANSF quality, NTM-A has focused on leader development, offered literacy courses and worked to decrease attrition. These measures have begun the process of creating a better-trained, more-educated, professional force that will be self-generating and self-sufficient.

Why is this important to the Army?

The ANP and the ANA are responsible for protecting the sovereignty of Afghanistan from internal and external threats and serving and protecting its people. This is also the main effort of our counterinsurgency strategy in Afghanistan.



Photo by Cherie A. Thurlby, U.S. Department of Defense

“ALL OF THE THINGS THAT WE’VE BEEN WORKING ON FOR THE LAST TWO YEARS CAME TO FRUITION IN AN EXTRAORDINARY WAY IN LISBON.”

SECRETARY OF DEFENSE ROBERT M. GATES

What continued efforts does the Army have planned?

To date the NTM-A has focused on creating an infantry-centric force capable of participating in counterinsurgency operations, but the training is also laying the foundation for a more balanced and professional force. In the next year, the focus will shift to building the combat support and combat service support units to balance the

ANSF and provide them skills for self-generation and self-sustainment. Only when these forces are built will transition be able to occur.

For more information visit www.ntm-a.com

Information you can use :

- **Early Bird News Site**
- **Stories of Valor**
- **Army Public Affairs Portal**
- **2010 Strategic Communication Guide**

Joint Force Training Centre: a focus on tactical interoperability with partners

Story released by the Joint Force Training Centre

The Joint Force Training Centre (JFTC), NATO’s focal point for tactical-level, combined-and-joint training and transformation, focuses on developing tactical interoperability. Therefore, the center hosts activities, or provides support and expertise to Alliance and Partner forces. JFTC conducts above-Kandak-level OMLT training in Bydgoszcz, Poland, and Kandak-level OMLT training in Hohenfels, Germany.

Since 2008, The JFTC has focused on International Security Assistance Force (ISAF) pre-deployment training and the tactical support of ISAF commanders to ensure that the ISAF Regional Command Headquarters achieve the highest levels of interoperability and flexibility. The JFTC also provides training support to ISAF Operational Mentor and Liaison Teams (OMLT).

The JFTC prepares teams and staff assigned to Afghan National Army (ANA) units and Headquarters to execute advisory and mentoring missions by disseminating ANA doctrine, training principles, and the OMLT tactics, techniques and procedures. The OMLT program is a cornerstone of NATO-ISAF’s contribution towards the development of the ANA. Each OMLT is normally deployed with an Afghan unit for a minimum of six months, and ensures that ANA units develop to carry-out security tasks effectively, while conducting operations with ISAF forces.

While the Kandak level OMLT training is a combination of theory and practice, the above-Kandak-level OMLT training combines academics and computer assisted exercises based on extended case studies.

During the final exercise units use the Joint Conflict and Tactical Simulation software for training, analysis, planning and mission rehearsal.

Making the training events successful requires a large number of specialists. The exercise control staff consists of the JFTC staff, as well as, military and civilian experts from NATO and other entities who have served in Afghanistan. They represent governmental and non-governmental organizations, and, in most cases, are highly educated experts. They contribute to the training giving participants a realistic work experience in the headquarters mission area. Additionally, Afghan representatives and officers of the Afghan National Security Forces support the training events. They share their knowledge about Afghanistan and its armed forces. The JFTC and the Joint Multinational Training



Italian, Polish and United States Operational Mentor and Liaison Team (OMLT) Instructors from the Joint Force Training Centre (JFTC) confer with participants from the Afghan National Army (ANA) during an exercise in Hohenfels, Germany. The JFTC prepares teams and staff assigned to Afghan National Army (ANA) units and Headquarters to execute their advisory and mentoring missions. Photo courtesy of JFTC.

Command (JMTc) have developed a strong relationship. Together, the cooperation provides the TCNs with the latest training devices and simulations available to prepare them for operations in Afghanistan. With assistance of the JMTc’s Joint Multinational Readiness Center (JMRC) at Hohenfels, the JFTC provides the KANDAK level OMLTs.

The JMRC creates a complex and challenging environment for the OMLTs, while the JFTC links the NATO training requirements with the experience and professionalism of the “Grizzly” training staff. The cooperation between the JFTC and the JMTc enhances the overall training effectiveness.

The training audience is exposed to cultural differences and unique challenges resulting from working in a multinational environment.

The JFTC’s motto, “Transformation Through Training”, reflects its mission. It plays a key role in the NATO transformation process and through its cooperation with the JMTc, the JFTC has enhanced its ability to provide realistic and relevant training to NATO forces, supporting current operations, the JFTC is committed to conducting training events and help NATO troop contingents to master tomorrow’s challenges.

For more information about the Joint Force Training Centre visit www.jftc.nato.int/

SPOTLIGHT ON THE JOINT MULTINATIONAL READINESS CENTER

Multinational training partnership: Building capacity at the Romanian Land Forces Combat Training Center

Story by Capt. Antonio Perez III and
Lt. Col. John Lange, Joint Multinational Readiness Center

Since 2007, the Romanian Land Forces Combat Training Center (CIL-FT) at Cincu, Romania and the Joint Multinational Readiness Center (JMRC) at Hohenfels, Germany, have been earnest partners in an ongoing effort to develop, and expand the capacity of Romania's combat training center to meet the training requirements of the Romanian Armed Forces. As a result, an enduring professional relationship developed that continues to provide capacity building results for CIL-FT. The continuing exchange of expertise and experience between the two centers supports the desired increase of CIL-FT capabilities and yields positive impact on both North Atlantic Treaty Organization (NATO) partners' training centers.



The Romanian Land Forces Combat Training Center (CIL-FT) at Cincu, Romania and the Joint Multinational Readiness Center (JMRC) at Hohenfels, Germany, have been earnest partners in training Soldiers since 2007. Photo by JMTC PAO

Recognizing the impact of a national combat training center on the readiness of its units, the Romanian Land Forces formally established CIL-FT in 2007. CIL-FT, located in Cincu, is in the geographic center of Romania at a Land Forces training area, which is approximately 103 square kilometers.

The training area is dedicated to maneuver and live-fire training. The training center's overarching objective is to increase training quality and efficiency, using constructive, real, and virtual simulation and live-fire training capabilities to support commanders' efforts to train their Soldiers and units from company-to-brigade. By integrating human resources, infrastructure, simulation systems and live fire facilities, the training center serves as an "engine of change" in the Land Forces by conducting of comprehensive training exercises for Land Forces training units.

While improving the readiness of training units at the center, these exercises also capture important lessons-learned and enhance the dissemination of training management and operational tactics, techniques, and procedures across the Romanian Land Forces. Senior Land Forces leadership developed long-term objectives for CIL-FT based on the capabilities and

methods used at the JMRC, as a result of command visits by the Romanian and U.S. leadership, and recommendations by the Office of Defense Cooperation team in Romania to these efforts, initiated in 2006, developed cooperation that continues today.

The cooperation between the two CTC's was reinforced by the enduring operational partnership in Zabul Province, Afghanistan, which started in 2006 when a company from JMRC's Opposing Forces, the 1st Battalion, 4th Infantry Regiment, was first deployed as part of a Romanian-led Multinational Task Force. Since late 2007, U.S. and Romanian elements of this Romanian-American (RO-AM) Battle Group have trained together at both training centers prior to deployment supported by the Operations Groups of both CIL-FT and JMRC. These mission rehearsal exercises serve as the vehicle for partnership between the two training centers. They provide opportunities for the CIL-FT training center to develop the capacity of its Operations Group including its staff, observer/controller-trainer (O/C-T) team, OPFOR cadre, simulations team, and training analysis and feedback team. The coincidence of timing in establishing CIL-FT and the initiation of combined Romanian and U.S. deployments to Zabul Province naturally reinforced this partnership, since both training centers were vested in helping prepare those deploying units.

Centered on a maneuver task force O/C-T Team, JMRC integrates elements from across the Operations Group to conduct this training center-focused security force assistance supporting CIL-FT's continuing development. With each exercise at CIL-FT, JMRC increased the scope of training and expertise shared with the CIL-FT Operations Group. JMRC's objective is to share information and best practices with CIL-FT partners on operational environment replication, exercise information collection, and professional standards-based feedback to training units – the focus of JMRC's design to support quality-training for units at Hohenfels. Experience, knowledge, and training methods are imparted through formal training by JMRC trainers. Integration of CIL-FT and JMRC teams during exercises at both training centers provides an opportunity for the Romanian members to apply the tactics, techniques, procedures, and methods with their U.S. counterparts.

When training in Romania, JMRC personnel augment the CIL-FT Operations Group and fall under the control of the CIL-FT Commander and the Exercise Director. At JMRC, CIL-FT personnel are under the control of the JMRC Commander of Operations Group. At either location, these combined team provides the opportunity for CIL-FT personnel to learn from the actions and methods of their JMRC partners. Additionally, the U.S. team gains valuable lessons from the partnership. The CIL-FT Operations Group is eager to build on and apply the developing capabilities of their training

SPOTLIGHT ON THE JOINT MULTINATIONAL READINESS CENTER

center to impact the combat readiness of units training at Cincu.

Through this partnership, JMRC has influenced and assisted in building CIL-FT capacity primarily through MREs for units deploying to Afghanistan at both training centers. Over time in CIL-FT exercises, the balance of U.S. to Romanian Operations Group personnel has dramatically shifted as the capacity of the CIL-FT Operations Group cadre has grown. JMRC's efforts initially focused on providing training and expertise in O/C-T operations, but as the practical experience of CIL-FT cadre has grown, it has requested a broader scope of training. Together, we have presented training and assistance to increase CIL-FT's training capacity in other areas including OPFOR cadre, TAF, operational environment replication, and counter-improvised explosive (C-IED) device awareness and training for Soldiers and small units.

Partnership during CIL-FT and JMRC exercises continues to add to CIL-FT's application of U.S. combat training center best practices and techniques, increasing their training capacity as a result. Application and modification of our systems and techniques within available means by our Romanian partners at CIL-FT has accelerated their growth, their training center capacity, and positively impacted on the combat readiness of

their Land Forces units, and other NATO partners and USAREUR units, who will train at CIL-FT in the future. Partnership benefits not only the developing capacity at CIL-FT, but has significant benefits for JMRC at home station as well. Our understanding of security force assistance operations within the context of assisting NATO partners is significantly enhanced.

While JMRC's O/C-Ts are well-versed with security force assistance and partnership with host nation security forces in theaters like Afghanistan and Iraq, this partnership has broadened our vision of SFA and influenced the efforts we make here with each rotation.

CIL-FT is following a deliberate long-range development plan, applying the professional energy of its cadre, and judiciously allocating resources and developing infrastructure to achieve its desired end state of a first-class combat training center. The training center continues a steady progression toward its vision of providing Romanian Land Forces fully instrumented live, constructive and virtual training for battalion and brigade size combat formations. Partnership with JMRC continues to play a significant role in assisting CIL-FT to achieve this goal. This partnership between NATO combat training centers provides another concrete example of the multi-faceted SFA operations ongoing at JMRC today.

Training OMLTs at JMRC

OMLT PLANNING MADE EASY WITH A FEW TIPS FROM THE PROFESSIONALS AT JMRC. By Maj. Ben Torpy, Joint Multinational Readiness Center

During the past two years, the Grizzly Observer/Controller-Trainer (O/C-T) team at the Joint Multinational Readiness Center (JMRC) has trained Operational Mentor and Liaison Teams (OMLTs) for deployment in support of current missions in Afghanistan. Because of the OMLT mission, and the numerous nationalities taking part in the exercise, these rotations are a variant of the standard combat training center rotation.

OMLTs consist of 11-28 personnel from a variety of NATO countries that train and mentor Afghanistan National Army (ANA) units. The Grizzly Team works exclusively with the Infantry units who arrive for training with officers and non-commissioned officers (NCOs) from countries, such as, Canada, Latvia, Hungary, and Norway. The rotations are 16 days, and exercise a wide range of tasks within the confines of four situational training exercise (STX) lanes: cordon and search, hasty attack, react to contact and base defense.

PRIMARY TRAINING FACTORS

When planning training for the OMLTs, there are several factors planners consider because of the variety of nations participating. First is the language barrier. It is not uncommon to have an OMLT rotation with six different national armies represented, each of whom is speaking a different language. Training is planned with the understanding that many teams are going to be translating classes, after action-reviews (AARs), and guidance as the O/C-T speaks, therefore requiring significantly more time than if dealing with English speakers.



HOHENFELS, GERMANY- Soldiers of the 173rd Airborne Brigade Combat Team train at the Joint Multinational Training Center for their upcoming deployment to Afghanistan. Photo by Gary L. Kieffer

For STX purposes, the JMRC selects a common language spoken by all civilians on the battlefield (COBs) that requires the use of interpreters. Generally, German is used, since it is common to all COBs and only a small portion of units are German-speaking. The JMRC contracts interpreters that speak English and German to work during the rotation and facilitate this portion of training. While there are certainly interpreters in Afghanistan who can translate into languages other than English, training with an interpreter who speaks English is practical and realistic based on expectations in theater.

CONTINUED ON NEXT PAGE

SPOTLIGHT ON THE JOINT MULTINATIONAL READINESS CENTER

TRAINING OMLTS AT JMRC

CONTINUED FROM PAGE 7

Another consideration for planners is the difference in military doctrine that each army brings to the operation.

First and foremost, from the STX perspective, this calls into question safety considerations. Trainers must be vigilant in reinforcing the exercise rules of engagement when it comes to handling COBs, opposing forces, or any other element in the training box.

Also, foreign doctrine may have their Soldiers executing battle drills in a vastly different manner. O/C-Ts must be alert during the orders process of an OMLT to follow how the unit intends to execute their mission since it may not be in the same vein that a U.S. unit would execute. OMLTs are trained in ANA doctrine, which mirrors U.S. doctrine. This is the doctrine on which they are expected to reinforce and train their ANA counterparts. During the STX lane AAR, the O/C-Ts stress adherence to the ANA doctrine.

The variances in doctrine are a source of concern for the O/C-Ts in charge of the STX lanes as it has a possibility of derailing key events to the extent that training value may be lost. A recommended technique used at JMRC is to have the STX lane officer-in-charge (OIC) and unit O/C-T crosstalk about such issues before a unit goes through the lane to get a good idea of what can be expected. This exchange usually occurs before the first STX event begins.

MISSION-SPECIFIC REQUIREMENTS AND SKILLS

Chief among the mission-specific requirements is the need to focus on the OMLT missions of mentorship and liaison. Both of these missions are exercised in nearly all training events designed for the OMLTs. Two key skills that are directly transferrable from the O/C-T to the OMLT are the focus on training/mentorship and conducting AARs. OMLTs learn to conduct AARs to standard, with great emphasis on self-discovery on the part of the ANA.

Troop leading procedures (TLPs) are highlighted throughout the AAR process as essential to OMLT success at JMRC as it allows not only for sound-planning, but also building partnership between the OMLT and their ANA counterparts. For each lane, the OMLT is given between 8 - 24 hours to conduct TLPs.

OMLT TLPs involve all standard steps of the process, but put emphasis on assisting the ANA in developing their order, rehearsing key events with the ANA, and developing an OMLT internal plan for supporting the ANA plan, such as where they will position themselves in the ANA formation to best support ANA success. OMLT training events account for this indispensable block of time and recognize the amount of progress made between the OMLTs and their ANA counterparts when TLPs are conducted to standard.

As mentors and liaisons, the OMLTs receive training during the rotations that reinforce their current skill-sets to make them more effective in working with the ANA. This includes refresher training on ANA doctrine, calling for fire, requesting

close air support (CAS), improvised explosive device (IED) recognition and reaction drills, incorporating support from rotary wing assets, small arms familiarization, and using the HMMWV Egress Assistance Trainer, a vehicle roll-over trainer.

Before executing any STX lane, O/C-Ts deliver classes to the OMLT, focusing on the specified tasks for the lane, including all available courses according to the needs of the unit.

When building STX lanes, planners are careful to incorporate enemy positions that might be tactically challenging to maneuver on, but are obvious candidates for indirect fire, CAS, or rotary wing assets. The IED identification and reaction is taught at the JMRC IED lane which has graphic displays of current IEDs in use in theater, then allows the OMLT an opportunity to walk through a lane as the instructor points out hidden IEDs and explains how to defend against them. To reinforce this training, every STX lane incorporates an IED event, usually along the ingress or egress.

Finally, the STX lanes emphasize the fundamentals of counter-insurgency (COIN). The OMLTs receive a formal COIN block of instruction in the classroom and then tested on STX lanes. The role-players force the ANA to seriously consider the consequences of their actions and react to the OMLT's and ANA's actions in the towns. For example, if the ANA protected the populace and respected the citizens of the town, the populace cooperates and becomes a useful source of information as they attempt to zero in on a weapons cache in the town. The learning curve is steep for COIN operations and it is the OMLT's monumental task to not only embrace the concepts, but also train and mentor another army in them.

The OMLT training is a new twist on traditional combat center training. The OMLT rotations are rewarding in the sense that everyone involved brings vastly different thoughts and methods into the training events, creating a rich learning environment where time is at a premium and the learning curve is steep.



Troop leading procedures (TLPs) are highlighted during the AAR process at JMRC. It allows not only for sound planning, but also building partnership between the OMLT and their Afghan National Army (ANA) counterparts. U.S. Army photo courtesy of JMRC PAO.

NCOA changes with the times, 18-day course in effect

By Sgt. Major Michael Martin, Deputy Commandant 7th Army NCO Academy

The new fiscal year, Oct. 1, marked the official beginning of the 18-day Period of Instruction (POI) for the 7th Army Noncommissioned Officer Academy (NCOA) in Grafenwoehr, Germany; gone is the 30-day resident course, and training such as day-and-night land navigation, weapons qualifications and the Army physical fitness test.

The situational training exercise (STX), where the student is graded in leadership evaluation in squad tactics is now 40-hours, instead of 96-hours, he said.

The Warrior Leaders Course (WLC) is the initial primary source of Enlisted Professional Military Education and remains the Noncommissioned Officer Education System's (NCOES) base course.

"Those Warrior tasks and others, which were always a unit responsibility, are a prerequisite to attending the course and are vouched for by the students' unit," said Sgt. 1st Class Arthur Lewis the chief of training at the 7th Army NCOA. "New to the three written examinations on course instructed material, and a required briefing to be delivered to their small group."

"Students will no longer spend nights in the field; instead they use the cantonment area as a combat outpost, preparing, planning and executing their missions and then returning as our deployed Soldiers do," said Lewis. "This makes training realistic based-on what happens in the deployed environment."

The new course is based-on three major areas of instruction, and they are the leadership module, the training module, and the war-fighting module. Topics such as leadership in a garrison and field environment, training in a garrison and field environment, common and technical tasks covering their basic leadership skills, basic management skills, basic warfighter skills, and NCO responsibilities are also taught.

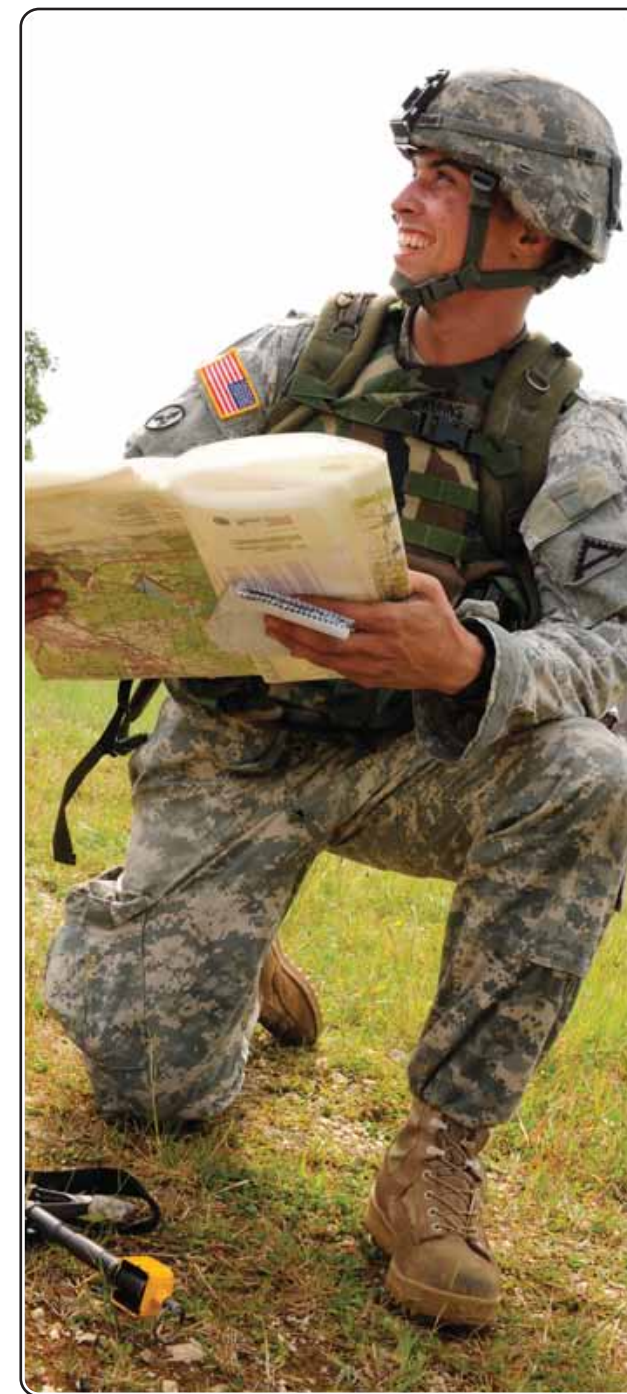
"We are unique here in Europe, we can host up to 20 International Military Students per class, said Sgt. Giovanni Pascasio, the 7th Army NCOA schools NCO.

During Fiscal years 2009 and 2010, the 7th Army NCOA graduated more than 130 foreign students, in addition to the U.S. WLC attendees. The students came from countries, such as, Poland, Slovenia, Serbia, Croatia, Albania, Bulgaria.

"It is a 'win-win' situation for all countries taking part in the training," said Pascasio.

During the course, students complete the WLC 360 degree assessment, an evaluation that allows the future leaders to be assessed by their peers, conduct a self-assessment, and be evaluated as a small-group leader. For many, this is the first time they have the opportunity to work with others outside their Military Occupational Skill.

As the world changes so does the Army and the 7th Army NCOA is adapting to provide leaders everything they need to be successful and face the challenges of the future.



The new course is based-on three major areas of instruction, and they are the leadership module, the training module, and the war-fighting module. Topics such as leadership in a garrison and field environment, training in a garrison and field environment, common and technical tasks covering their basic leadership skills, basic management skills, basic warfighter skills, and NCO responsibilities are also taught.

U.S. Army photo by SSG Lyttleton Yates, JMTC PAO

FEATURE

RTSC-Italy partners to enable successful training, expand U.S. presence in Italy

By James Matheson, Regional Training Support Center Italy

Since the reorganization of the U.S. Army in Europe means an increase in U.S. units stationed in Italy, The Training Support Activity Europe's (TSAE) Regional Training Support Center (RTSC)-Italy is constructing and renovating facilities designed to support the increased training needs of the increased population.

The RTSC provides home-station training support in Italy, and officials say the training in Italy differs from training in Germany because most of the home-station collective tasks, and many of the individual tasks are trained using host-nation, and not U.S. controlled facilities. The majority of U.S. units in Italy are based on the small Caserma Ederle in the city of Vicenza and Camp Darby in Tuscany. The U.S. Army units in Italy compete on a fair-share basis with like-size Italian Army units for use of ranges and training lands.

"The Italian Army is very fair in their allocation of training space," said Perry Doerr, chief of the Vicenza Mission Support Element Training Branch (V-TB). "We get about 90 percent of everything we request for the U.S. forces."

Italian units provide slots in their air assault school, close quarters battle course, personal security detachment course and military police course to U.S. Soldiers. Under the security force assistance (SFA) mandate, RTSC Italy, TSAE and the Joint Multinational Readiness Center (JMRC) in Hohenfels, Germany provides support to Italian ISAF pre-deployment counter-improvised explosive device (C-IED) training at the Italian C-IED training area in Aosta, Italy.

In July, the JMRC sent a C-IED expert to meet with officials to discuss ways the support can be improved. The Joint Multinational Training Command, the Command responsible for the support, will continue observation, technical advice, training aids, and training device support for upcoming training rotations.

There are 27 Italian Army ranges and training areas within a 4-hour driving radius of Vicenza. The geography of Italy allows Soldiers to conduct training using mountains, forests, coastal areas, urban terrain, all of these conditions can be met within that 4-hour driving radius, said Doerr.

U.S. training facilities on Caserma Ederle have a high rate of usage by deploying Italian units. "Italian pre-deployment training is usually performed prior to deployment. The units use the Engagement Skills Trainer (EST) and the MOUT Training Facility, and the HMMWV Egress Assistance Trainer (HEAT) to prepare.

"Italian Army units train on Caserma Ederle at least once per month, when approaching deployments," said Ivano Trevisanutto, Training Support Center chief in Vicenza, Italy. "The benefits to the Italian units include better reaction to real situations, the opportunity for EST training without the need to go the Italian Infantry School in Cesano (close to Rome), and the HEAT is a plus-up for all units, since the device is not available in the Italian training system."



RTSC: making the facilities better than before RTSC Italy has completed a renovation of the Airborne Refresher Training facilities on both Caserma Ederle and at Aviano Air Force Base; additions include LaRue sniper targets; renovated the UH-60 helicopter mockups; acquired flash gun machine gun simulators, and the construct of large-scale drop zone terrain models for the major drop zones in Italy. Photo provided by the Training Support Activity Europe



RTSC Italy is renovating the 300-meter record fire range at Cao Malnisio, the Urban Assault Course in San Giorgio di Brunico, and the Engagement Skills Trainer (EST) facility on Caserma Ederle, Italy. Upgrades of the call-for-fire Trainer software, which will include an Afghanistan database and the ability to interact with standard Army Command and Control hardware and software is expected to be completed on schedule, during the first quarter of FY 11. Photo provided by the Training Support Activity Europe



The TSAE identifies, acquires, manages and sustains training resources required to support all echelons of training, and provides state-of-the-art training support and visual information throughout the U.S. Army in Europe's area of responsibility. The TSAE is geographically dispersed with its headquarters located in Grafenwoehr, and its subordinate Regional Training Support Centers and Training Support Centers dispersed throughout Germany, Italy, Holland, Belgium, Kosovo, Romania and Bulgaria.

For more information on TSAE, or the use of the training aids and devices provided by your local TSC contact your local Training Support Center at the local DSN prefix-and-1398.

FEATURE

Army Reserve instructors go where you go

REMOTE OFFICER EDUCATION AT CAMP BONDSTEEL

Story by 7th Civil Support Command Public Affairs

CAMP BONDSTEEL, Kosovo – A 7th Civil Support Command mobile training team deployed to Kosovo and provided educational training to deployed senior captains and majors at Camp Bondsteel Sept. 24 - Oct. 4.

The 7th Warrior Training Brigade's Intermediate Level Education Mobile Training Team from Grafenwoehr, Germany, is comprised of three instructors and one intern. The team conducted the training as part of a fully integrated all Army component mission. The Active component provided the facilities, and the Army Reserve provided the instructors who taught students who were National Guard and Army Reserve.

"Our goal is to provide first class training wherever the Soldier is conducting missions," said Lt. Col. David Craine, the 7th WTB schools battalion commander. "It is much more cost effective and efficient to take a handful of instructors to the students than the conventional way of doing business, which is sending a Soldier away for a couple of weeks to the states."

Craine was able to coordinate with the quality assurance team from the Command General Staff College located in Fort Leavenworth, Kansas. The college's quality assurance team accompanied the ILE Mobile Training Team into theater on one of their earlier rotations where they had accredited the course.

Craine has been teaching the ILE course for more than five years from the conventional school house platform. He said the biggest hurdle is accessing CGSC's Blackboard site. Blackboard is a digital tool that allows students the ability to read course work, review grades and watch streamed videos that apply to course lessons. Blackboard requires a lot of bandwidth to operate.

"A big challenge is the connectivity," Craine said. "Once you bridge that, we are ready to go, wherever the Soldiers need us."

"I believe it is key to ensuring our fellow deployed officers continue their educational goals, even down range," he said.

Distance learning is available, but the ILE Mobile Training Team focuses on the experiential learning model that is hard to replicate through distance learning.

The experiential learning model focuses on the learning process for the individual student. It allows students to interact and discuss course materials with their classroom peers and breaks away from the lecture instruction model to more student interaction. Distance learning, or web-based training, does not allow for student interaction as well.



Lt. Col. David R. Craine, a native of Geneva, Ohio, and the 7th Warrior Training Brigade schools commander, explains to the class the National security strategy concept flow and the relationship between national and military strategy during Intermediate Level Education at Camp Bondsteel, Kosovo, October 7.

The 7th WTB is an Army Reserve command subordinate to the 7th Civil Support Command in Kaiserslautern, Germany.

Photo by Maj. Jorge I. Medina-Cintrón, Puerto Rico National Guard.

"As educational requirements change for Soldiers, the learning platform must adjust to the conditions of flux," said Lt. Col. Vincent Buggs, deputy commander, 7th WTB. "The 7th WTB is no exception. Being aligned with (the Joint Multinational Training Command) and 7th CSC allows our command the ability to be operational in nature – to perform a critical mission."

The program is expanding into teaching multinational and U.S. government civilians. Currently, all multinational students go to Fort Leavenworth, Kan., for ILE training. The 7th WTB is currently working with JMTC to develop a partnership program with multinational countries to participate in ILE training. In June, the 7th WTB had its first government civilian attend ILE in Europe.

"This was a major milestone for the brigade," said Buggs. "ILE classrooms should reflect the total force that encompasses joint services, civilians and multinational students."

As the Department of Defense shapes resources for the future force, military education must adapt and redesign itself to support the force with limited resources.

"I do not foresee missions slowing down, so the trainers will have to be prepared to support the warfighter in combat," said Buggs.

The 7th WTB supports the mission of JMTC in Grafenwoehr, Germany, and the 7th CSC. For more information on Army Reserve schools, contact Mr. Paul Kendzierski, at paul.kendzierski@eur.army.mil

FEATURE

Nations Helping Nations, A U.S. EUROPEAN COMMAND, JOINT FORCE BRUNSSUM, AND U.S. ARMY IN EUROPE INITIATIVE

By Lt. Col. Bill Williams, Deputy Chief, US Army Europe (USAREUR) Multinational Training Division.



Of the 45 Troop Contributing Nations, 37 are committed to the fight in Afghanistan and regularly train at facilities operated and maintained by the 7th U.S. Army's Joint Multinational Training Command (JMTC) in Grafenwoehr, Germany. U.S. Army Photo by Gertrude Zach

In a period of declining resources, how do U.S. and foreign militaries share training information at the tactical levels in support of current missions, especially now when today's fight requires the combined efforts of multiple nations?

A team of planners from U.S. European Command, the U.S. Army in Europe, and the Joint Forces Command Brunssum are working to develop a joint-training solution, the "Nations Helping Nations" initiative—a NATO training "eBay-like" knowledge management system.

The unmasking of the project is scheduled as part of the U.S. Army in Europe Theater Army Synchronization and Sourcing Conference, Nov. 8-10, in Heidelberg, Germany. "Of those 45 Troop Contributing Nations, 37 are committed to the fight in Afghanistan and regularly train at facilities operated and maintained by the 7th U.S. Army's Joint Multinational Training Command (JMTC) in Grafenwoehr, Germany," said Col. Curt Carson, the chief of JMTC training. "This product will save money and create efficiencies that didn't exist before. We can get more U.S. and multinational forces trained to support ISAF, NATO, etc."

At a recent NATO Training Meeting, trainers from fourteen countries devised a plan for information-sharing and coordination to maximize training opportunities.

Officials say the system solves two challenges. First - there are a lot of ways to find out about training resources Army-wide, however, none specific to Europe; Second - there are many training opportunities available through the European partner nations, but no way for U.S. forces to access them.

"It is no secret that more than 80 percent of the troop contributing nations committed to the NATO International Security Assistance Force mission come from the United States European Command's area of responsibility, said Col. David McBride, USAREUR G37 Training and Exercises Directorate Chief. "When the project is complete, developers expect the tool to facilitate the requests of NATO or other Coalition partner nations for the scheduling of specific training capabilities and events, which can happen in the host nation.

Additionally, a member of the site can also advertise training needs to the community of trainers, McBride said. "Getting the word out is hard, but it is very important that we get everyone on-board, he said.

"The next few years will not be easy for the United States Army, as we experience a period of budget constraints. The same will certainly go for our European Allies and friends. Having a way to collaborate for tactical training will certainly be useful."

FEATURE

Blackhawks cast Shadow UAV over the Black Sea

OPERATION SABER DAWN DEMONSTRATES UAV CAPABILITIES FOR PARTNER NATIONS

Story by Sgt. Charles D. Crail, 172nd Infantry Brigade Public Affairs

With a growling engine like an angry chainsaw, the Shadow is catapulted above the Black Sea, July 1, as Soldiers of the 504th Military Intelligence Company, part of the 172nd Infantry Brigade, 'Blackhawks', from Grafenwoehr, Germany, deployed for Operation Saber Dawn in Romania. The demonstration, part of the larger Task Force-East (TF-EAST) initiative, showed European allies the capabilities of the Shadow unmanned aerial vehicle.

"This is my first time meeting this system," said Romanian Land Forces Lt. Col. Sava Claudio, commander, 20th Infantry Battalion, 2nd Infantry Brigade. "This system is a real intelligence capability multiplier. I am very impressed with the Shadow's day and night capabilities."

This was the first time the 172nd deployed the UAV aircraft to Eastern Europe for training.

"The biggest advantage the UAV provides the battalion commander is deep threat capability," said Warrant Officer Marc Schubert, UAV technician of the 504th MI Co.

The TF-East 2010 rotation marks the fourth year of the bi-lateral training between Romanian, Bulgarian and U.S. forces. The exercise is designed to facilitate strategic partnerships and promote regional security.

Romanian and U.S. Army UAV crews are working side-by-side throughout the training exercise. The Romanian military uses a similar version of the Shadow UAV.

"The Romanian UAV crews are very proficient," said 1st Lt. Todd Flores, platoon leader at the 504th Military Company.

"The product they can produce with the aircraft is very high-quality. I would gladly serve with their Shadow crews again in theater."

The demonstration allowed the Soldiers to learn about each other, as well as, the aircraft.

"The Shadow provides eyes on the target at all times and nearly real-time intelligence," Schubert continued.

The UAV platoon maintains four aircraft for continual surveillance, explained Schubert. Three aircraft are rotated over the target area in eight-hour shifts and the fourth aircraft is held in reserve as a backup.

"It is possible for one UAV crew to pass control of the aircraft to another crew located hundreds of miles away," said Pfc. Christopher Abreu, air vehicle operator with the 504th.

Each 172nd battalion has UAV assets assigned, which enables the leadership to monitor the battle space during operations.

The video optics of the aircraft, which are both in regular video and infrared (IR), allow the UAV to spot potential threats or target information in all lighting conditions.

"It is cool to watch people moving around in the IR mode," said Abreu. "As they move through tall grass or woods, you can see tiny trails behind them showing where they have been."

THE SHADOW UNMANNED AERIAL VEHICLE (UAV)

UAV

Speed..... 194.5km/h (121 mph)
Flight Ceiling..... 4,572m (15,000 ft)
Endurance..... 5 to 7 hours
Mission Radius... 200 km (124 miles)
Cruising Speed... 167km/h (102 mph)
Loiter Speed..... 111km/h (69 mph)
Payload Max..... 25.3kg (55.7 lbs)
Wingspan..... 4.27m (approx 14 ft)

State of the art optics; video streaming, infra-red scanning capability.



ABOVE: BABADAG TRAINING AREA, Romania-Spc. Norman Grimm, crew chief, 504th Military Intelligence Company from Grafenwoehr, Germany, answers questions about the Shadow unmanned aerial vehicle for senior officers from the Romanian Land Forces.

RIGHT: A Shadow unmanned aerial vehicle sits ready for launch into the skies over Romania as part of Operation Saber Dawn. The American UAV operators are working with partner crews from the Romanian Land Forces in order to build relationships and facilitate cooperation for future operations. Photos by Sgt. Charles D. Crail



JMTC Supports Exercise RAPID TRIDENT 10

By Denver Makle, JMTC Public Affairs. Photos courtesy of Training Support Activities, Europe.

JMTC GOES EAST TO THE YAVORIV TRAINING AREA IN THE UKRAINE TO SUPPORT MORE THAN 12,000 FROM 16 NATIONS DURING A MASSIVE 20-DAY EXERCISE.

As the Joint Multinational Training Command (JMTC) and Grafenwoehr Training Area (GTA) ramped-up intense training on the ranges at Grafenwoehr and Hohenfels, simultaneously, trainers at the Training Support Activity Europe (TSAE) Regional Training Support Center- Expeditionary (RTSC-E) Branch provided a full-complement, 15 modular buildings that were constructed by TSAE's Training Aids Production Center (TAPC), 60 mock weapons and simulated IEDs, 300 sets of MILES, insurgency clothing, mannequins, moulage kits, and other miscellaneous Training Aids and Devices, and simulators (TADS), during RAPID TRIDENT 10 (RT10), the U.S. European command scheduled, U.S. Army in Europe-led annual exercise at the Ukrainian Yavoriv Training Area, Sept. 1-20, 2010.



British 7th Armored Brigade used RT10 to prepare for its upcoming deployment to Afghanistan. British Soldiers shown conducting a briefing using a terrain board during the planning phase of the exercise.

RT10 was a brigade-level Command Post Exercise (CPX) and Company-level Field Training Exercise, designed to facilitate and improve coalition interoperability, build partner nation capacity, conduct professional exchange with Partnership for Peace (PfP) partners, and to promote and enhance understanding and cooperation between military forces. "This year, the exercise was specifically designed to promote regional stability and security, strengthen partner capacity, and foster trust while improving interoperability with PfP

Partners and NATO nations, said Col. Stephen S. Seitz, JMTC Director of Simulation and Training Support.

"The JMTC supported RT10 by providing CPX control, Joint Master Scenario Event List management, Intel and scenario scripting, Joint Conflict and Tactical Simulations (JCATS) technicians, Unmanned Aerial System simulation technicians System integrators, network engineers, and Global News Network road-to-crisis videos."

This was the first-time JMTC provided the Joint exercise Control Suite to stimulate the U.S. training audience's Maneuver Control System, which populated the exercise Common Operating Picture, said Seitz. Also adding to the realistic training environment was simulated UAS video feeds. "UAS operators flew missions to conduct reconnaissance as directed by the training audience," said Seitz. "The terrain database used provided unclassified high-fidelity terrain used with notional county names." The UAS views included actual terrain imagery, hi-fidelity buildings and structures, and more than 1600 additional entities, vehicles, combatants, and non-combatants, Seitz said.

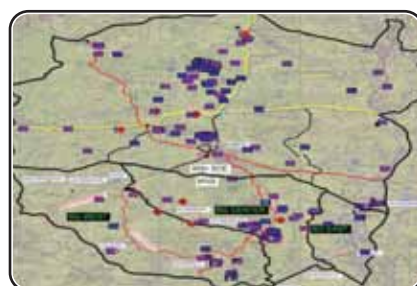


Pictures from the RT10 Cultural Event are shown above, 16 nations participated in the exercise.

Attending RT10, there were more than 1,200 participants from 16 nations, including the Ukraine, the United States, Moldova, Poland, Great Britain, Macedonia, Azerbaijan, Slovenia, the Republic of Georgia, Germany, Sweden, Armenia, France, Norway, Canada, and Austria.



Unique to RT this year over years past (going back to 1995) is the inclusion of Unmanned Aerial System (UAS) replication through use of Multiple Unified Simulation Environment (MUSE). Full motion video was sent to the training audience in a manner consistent with operations in Afghanistan. A MUSE operator is "flying" a Shadow UAS above, a screen capture is shown of what the Shadow "sees"; in this case, the battle damage from an engagement.



Another RT10 first was the inclusion of digital battle command systems use by the training audience. In this case, Maneuver Control System (MCS) was stimulated by simulations. Significant activities within the Division area of responsibility during the exercise are shown in an MCS screen-capture, above left. RT10 participants had access to MCS, the Lower Control (LOCON) Cell is shown above right. JMTC provided exercise control (EXCON) leadership for the Command Post Exercise (CPX).

"JMTC has, once again, outdone themselves, introducing digital systems into RAPID TRIDENT and simultaneously enhancing prior digital integration innovations into BAGRAM, they are an amazingly versatile organization."

Senior USAREUR Exercise Representative
Colonel Dave McBride

Afghanistan: building a cultural knowledge base

By Maj. Stephen Thibodeau, JMTC G3 Multinational Exercises

JMTC HOSTS LEADER DEVELOPMENT AND EDUCATION FOR SUSTAINED PEACE SEMINARS FOR U.S. AND MULTINATIONAL PARTNERS.

Soldiers, ranging from brigade-level commanders to platoon leaders, from all over Europe recently participated in the Multinational Leader Development and Education for Sustained Peace (LDESP) Seminar on Afghanistan, Sept. 1-2, 2010, at the Joint Multinational Training Command (JMTC) in Grafenwoehr, Germany.

During the two-day seminar students learned about the history and culture of modern-day Afghanistan: governance, economics, current reconstruction and the role of agriculture. In addition, the leaders received background information on the region, including the role of geography, and how it affects the current challenges the country faces.

"The LDESP seminar is absolutely invaluable learning for leaders as you prepare yourself and your formations to deploy in support of ISAF" said Col. Curt Carson, the chief of JMTC training, as he welcomed the international students to the seminar. "This seminar will give you the unique opportunity to establish a frame of reference, which will allow you to comprehend the specifics of the Afghanistan operational environment."

The JMTC hosts two LDESP seminars a year for U.S. and multinational partners. The LDESP seminar is a graduate-level educational seminar offered by the Naval Postgraduate School. The program provides military and civilian leaders with a comprehensive overview of operations in environments throughout the world.

"The knowledge the instructors shared over these two days gave me enormous background and understanding of present-day Afghanistan, said Capt. Melinte Ilie of the Romanian Army. "A lot of this information can be shared with my fellow deploying soldiers."

This international LDESP seminar was specific to Afghanistan, but the LDESP program offers a wide-range of courses that focus on other regions of the world including: Iraq, Kosovo and all the regions of Africa.

The courses are offered in three phases. The first of the programs three-phases begins online with a Web site that offers distance learning. The online training allows participants to complete modules at their own pace. The second phase is the seminar, which is taught by academics and subject matter experts with expertise in a wide-variety of fields. The final phase allows the participants to further their education by exploring other region-specific materials provided by the LDESP program managers through a bi-weekly news update.

This seminar helps attendees develop an understanding of the complex, ambiguous and rapidly changing operational environment of Afghanistan before they deploy, said Carson. For more information on the LDESP visit www.ldesp.org



Students learn about "Governance in Afghanistan" presented by Mr. Ashraf Haidari, Deputy of Chief of Mission, Embassy Afghanistan during the LDESP seminar held in Grafenwoehr 1-2 September 2010.

AFGHANISTAN FACT SHEET

Land use
Arable land: 12.13%;
permanent crops: 0.22%; other: 87.65%

Environment - current issues:
Limited natural fresh water resources; overgrazing;
deforestation; desertification; air and water pollution

People of Afghanistan
Population: 29,928,987 (July 2009 est.)
Age structure: 0-14 years: 44.7%
15-64 years: 52.9% / 65 years and over: 2.4%
Life expectancy at birth: 42.9 years
Nationality: noun: Afghan(s), (not Afghani)

Ethnic groups
Pashtun 42%, Tajik 27%, Hazara 9%,
Uzbek 9%, Aimak 4%, Turkmen 3%, other 6%

Religions
Sunni Muslim 80%, Shi'a Muslim 19%, other 1%

Languages
Afghan Persian or Dari (official) 50%,
Pashtu (official) 35%, Turkic languages 11%,
30 minor languages with much bilingualism

Literacy
Age 15 + can read and write of total population: 36%

Country name:
Islamic Republic of Afghanistan Capital: Kabul
Administrative divisions: 34 provinces
Constitution: new constitution signed January 2004

Border countries
China, Iran, Pakistan, Tajikistan, Turkmenistan,
Uzbekistan

SPOTLIGHT ON THE JOINT MULTINATIONAL READINESS CENTER

Army Training Network heating up as favorite Army training resource

Story by Diane R. Walker, Combined Arms Center-Training Contractor

Just 15 months after its 2009 introduction, the Army Training Network (ATN – <https://atn.army.mil>) is continuing to build momentum as a leading online source for Army training management information, videos, manuals and other tools.

August was the highest usage so far for ATN – with more than 102,000 visits for the month, and September usage promises to be even higher.

"I don't know how many times I've heard: 'This is great!' from Soldiers and others who visit ATN for the first time," says Brig. Gen. Paul E. Funk II. Funk is Deputy Commanding General of the Army's Combined Arms Center-Training (CAC-T). CAC-T's Collective Training Directorate created and continues to develop and improve ATN.

"Our biggest issue right now is getting people to go there the first time and check out all the great training tools and resources," says Funk. "Once they visit the first time, they keep coming back for more."

A GREAT SOURCE OF TRAINING TOOLS

While ATN was created as a resource for trainers and educators, it's developed into a centralized location for training management tools, videos and models, manuals and other training tools that Soldiers, Commanders and others across the Army can use. And new content is being added every day – both by the Army and by individual trainers.

"It's a living and breathing resource – one that will always be improving as our users dictate," says Jim Davis, Government Lead for ATN and FM 7-0.

"Instead of a quickly outdated printed manual, ATN provides up-to-the-minute resources that continually change to fit the Army's changing needs and requirements." Among the most popular ATN resources: Products,

Training Management, FM 7-0, FSO METL details, Warrior Task and Battle Drills and Videos. Some of the recent ATN additions: a new Ganjgal Village lessons learned video, COIN Qualification Standards and Tactical Biometrics Training Modules from Afghanistan.

TAKING TRAINING TO THE SOLDIER

To make ATN even more accessible, CAC-T has introduced ATN2GO, a new stand-alone mobile application that can be downloaded to an iPhone, iPod Touch, iPad or Android phone. With ATN2GO, you can watch selected ATN training videos and use other popular ATN training tools and resources –



The ATN2GO app, which has been downloaded an impressive 1,000 times since it was introduced in late August. Anyone with a CAC card or AKO login can download the ATN2GO for free at <https://atn.army.mil>.

Photo by Ryan Manning, U.S. Army Contractor

even when Internet access isn't available.

"We want to take training directly to Soldiers instead of bringing Soldiers to the training," says Brig. Gen. Funk. "ATN2GO is just-in-time training and education – whenever and wherever you want to use it."

Since it was added on the Army Training Network in late August, the ATN2GO stand-alone app has been downloaded an impressive 1,000 times. Anyone with a government Common Access Card or AKO login ID can download ATN2GO at <https://atn.army.mil>. In the Training Bulletin Board section on the right side of the home page, click the ATN2GO link

and follow the instructions to download the app to a computer and then load on your iPad or other mobile device.

Note: The download for Apple devices is done through iTunes. Because G6 currently does not apply iTunes use on government

computers, you will need to download the application through a non-government computer.

Based at Fort Leavenworth, Kan., the U.S. Army's Combined Arms Center-Training delivers training programs, products and services to leaders and units in support of Army readiness. Wherever Army training occurs, the Combined Arms Center-Training helps make it happen.

To learn more about the Combined Arms Center and its unique brand of training visit us on the web at: www.leavenworth.army.mil, www.facebook.com/usacactraining or www.twitter.com/usacactraining.

Bullseye Team integrates multinational air-power at JMRC

By Lt. Col. Richard S. Briscoe, Joint Multinational Readiness Center

The United States Air Force (USAF) "Bullseye Team" is the resident joint partner at United States Army Europe's (USAREUR) combined arms maneuver training facility at the Joint Multinational Readiness Center (JMRC) at in Hohenfels, Germany. The Bullseye's team schedules and oversees the proper use of close air support (CAS) training and integration in accordance with Joint Publication 3-09.3, Close Air Support, and the Air Land Sea Application Center's J-FIRE Multi-Service tactics, techniques and procedures. While Bullseye provides a vital joint piece to the puzzle, the mission has evolved into a coalition training effort, as slightly more than 50 percent of JMRC's CAS comes from multinational and NATO air forces.

What does this mean? Simply put, JMRC's training is ideally suited to prepare coalition ground and air forces for Operation Enduring Freedom. The mission downrange is truly international, as our partner nations in the International Security Assistance Force assume responsibility for their respective regions of Afghanistan.

The European continent provides about 70 percent of those multinational partners, and most of them visit JMRC before deploying. Here, in addition to maneuver warfare and counter-insurgency training, they are exposed to traditional CAS employing fires in support of ground troops, and the evolving use of airborne intelligence, surveillance, and reconnaissance (ISR). With five different platforms delivering either live or virtual ISR, JMRC provides the ground commander the information he needs to "see over the horizon", or watch a suspected improvised explosive device hotspot.

As previously mentioned, coalition air forces also get great training here. Aircraft from many countries patrol the skies over Afghanistan, and JMRC routinely hosts CAS aircraft from 6 different nations. The pilots and aircrew train in a combined arms environment, practice friendly vehicle recognition, use Joint Pub 3-09.3 standards, and hone their English skills, all in about 40 minutes of on-station time. These same skills are used by the NATO Operational Mentor and Liaison Team forces that are trained on the CAS environment before they partner with the Afghanistan National Security Forces.

Recently, the 2nd Stryker Cavalry Regiment's (2SCR) and its aligned USAF unit, the 2nd Air Support Operations Squadron, trained in March at JMRC. Bullseye scheduled 58 sorties to support CAS and ISR with USAF F-16s from Italy and KC-135 tankers from England, German Tornado GR4s, French Mirage 2000s, and Czech Republic L-159s. Despite European winter weather, 79 percent of missions arrived as scheduled. In an effort to broadly replicate OEF air support approval rates, Bullseye along with regimental staff from 2SCR approved 55 percent of the CAS requests. This allowed a good CAS training environment without setting false expectations

for ground commanders. The 2SCR's CAS mission results accurately reflected the mindset of the current tactical directive on CAS, as only 2 percent of missions were cleared to attack targets with kinetic means. The overwhelming majority performed armed reconnaissance and armed over-watch, protecting forces as they moved through battlespace and alerting commanders to signs of hostile activity.

Following the mission rehearsal exercise, during the after-action review, one factor stood out showing room for improvement: only 22 percent of live aircraft sorties were utilized "in scenario" with the rest being used for joint terminal attack controller proficiency. For future rotations, using exercise control-group mandated start times; the goal should be to use 50 percent of these sorties. If the unit doesn't have an operation underway when air is on station, both the ground and air elements lose out on valuable training. Synchronizing these battlefield effects provides more training opportunities for the pilots and the ground commanders.

The integration of the Air Force Tactical Air Control Party (TACP) was set-up in different arrangements as each Stryker Squadron commander sought the best way to maximize the interaction of the fires effects cell with the TACP and the associated Air Force elements at echelons above them.

JMRC is the right place to do this, since lessons-learned here enhance efficiency and save lives downrange. Often this is the first-time a new battle staff has worked with the TACP in a tactical operations center, so even if a particular set up does not work, trying new ideas is encouraged. The 2SCR left Hohenfels with a good understanding of what the 2nd ASOS TACP can provide them and how best to integrate and use air power and its capabilities.

The future holds both challenges and opportunities for CAS at JMRC. As the legacy fighter-aircraft in service today continue to age, and we await the arrival of the multinational F-35 aircraft, there will be gaps in training as older jets are retired and newer ones arrive. This underscores the need for strong partnerships with NATO and allied air forces who seek to train with USAREUR and hone their own skills and provide vital support above the troops. Opportunities for new technology are on the horizon, as the virtual ISR and CAS attack "aircraft" capabilities mature and provide realistic battlefield effects or intelligence.

The U.S. Air Forces in Europe Warrior Preparation Center and USAREUR's Joint Multinational Simulation Center are already providing hours of virtual coverage, sending simulated full motion video to the battle staff and replicating the Joint Surveillance and Target Attack Radar System Moving Target Indicator synthetic radar. This virtual capability, combined with the traditional live jets roaring overhead provides the CAS and ISR training the multinational forces expect.

IN AND AROUND GRAFENWOEHR MILITARY COMMUNITY



The Husky Mine Clearance Vehicle (shown) has a large metal detector attached to its underbelly to aid in the detection of buried mines. Training versions of the Husky are available at the Grafenwoehr Training Area and help to give soldiers practice on the equipment they will use on the battlefield. U.S. Army photo by Sgt. Arlea Swager, 126th Press Camp Headquarters.



Soldiers of Company C, 3-4 Infantry Battalion, 170th Infantry Brigade Combat Team defend the perimeter of a replicated Combat Outpost, or COP, on the Grafenwoehr Training Area, July 28. The new, 360-degree COP live-fire training facility is the first of its kind in the Army. U.S. Army photo by Michael Beaton, JMTC PAO.



Soldiers of the 3-4th Infantry, 170th Infantry Brigade Combat Team discuss lessons learned in a post exercise huddle after conducting the first ever 360 degree live-fire Combat Outpost (COP) training held at Range 201 at the Grafenwoehr Training Area. U.S. Army photo by Michael Beaton, JMTC PAO



A Soldier checks a meal for quality control during the Culinary World Cup 2010. The Soldier is practicing a technique that ensures food standardization. The Culinary World Cup is a yearly competition in which top chefs compete worldwide under rigid standards. Photo by JMTC intern Stefanie Kastner.



Soldiers of the 172nd Infantry BVRigade and 701st Panzer Pioneer Battalion meet after a successful bridge construction while conducting partnership training August 24 at the Grafenwoehr Training Area. Observers of the training included German Secretary of Defense D. Karl-Theodor zu Guttenberg (see photo, right) and The Honorable Philip D. Murphey, U.S. Ambassador to Germany. U.S. Army photo by Sgt. Charles D. Crail.



German Secretary of Defense D. Karl-Theodor zu Guttenberg (Left) confers with JMTC Commander Brigadier General Steven L. Salazar prior to observing a bridge building demonstration by German and American Soldiers at the Grafenwoehr Training Area. Also present at the demonstration was The Honorable Philip D. Murphey, U.S. Ambassador to Germany. U.S. Army photo by Markus Rauchenberger.

PRE-DEPLOYMENT READING LIST FOR AFGHANISTAN

The introductory readings examine COMISAF's directives and basic counter-insurgency principles, while subsequent literature focuses on sensitive cultural concerns and Afghanistan's history. Everyone must read the documents listed in TIER 1 for a common understanding of the operational environment. Company-level personnel, to include junior staff officers, (O1-O3) and below (E1-E7) will also read the documents listed in TIER 2. Battalion level personnel and above will read the documents listed in TIER 3, in addition to the documents listed in TIER 1 and TIER 2.

Additional resources are listed to enhance understanding of the culture and history of Afghanistan.

TIER 1

REQUIRED READINGS FOR ALL

- *The Punishment of Virtue: Inside Afghanistan After the Taliban.* By Sarah Chayes. Penguin Press, 2006.
- *Twenty Eight Articles: Fundamentals of Company Level Counterinsurgency (March 2006).* By David Kilcullen. Located at <http://usacac.army.mil/CAC2/MilitaryReview/repository/MREditions2006-English.xml>.
- *ISAF Escalation of Force SOP 373.* (UNCLASSIFIED Releasable to G1RoA) By Gen. Stanley McChrystal. Afghanistan: HQ ISAF. 19 April 2010.
- *Night Raids Tactical Directive* (NATO/ISAF SECRET REL G1RoA). By Gen. Stanley McChrystal. Afghanistan: HQ ISAF. 23 January 2010.
- *COMISAF/USFOR-A COIN Training Guidance.* (UNCLASSIFIED) By Gen. Stanley McChrystal. Afghanistan: HQ ISAF. 10 November, 2009
- *Tactical Driving Directive.* (NATO/ISAF UNCLASSIFIED). By Gen. David Petraeus. Afghanistan: HQ ISAF. 21 September, 2010.
- *COMISAF Tactical Directive, Revision 2.* (NATO/ISAF SECRET REL GCTF). By Gen. David Petraeus. Afghanistan: HQ ISAF. 21 September, 2010.
- *COMISAF Counterinsurgency (COIN) Guidance.* (UNCLASSIFIED). By Gen. David Petraeus. Afghanistan: HQ ISAF. 1 August, 2010.
- *The U.S. Army/Marine Corps Counterinsurgency Field Manual (FM 3-24.2)* Headquarters, Department of the Army, 2009. (May be downloaded from http://www.apd.army.mil/usapa_home.asp).

ADDITIONAL RESOURCES:

BOOKS

- *Charlie Wilson's War: The Extraordinary Story of the Largest Covert Operation in US History.* By George Crile. Grove Press, 2007.
- *The Kite Runner.* By Khaled Hosseini. Penguin Group, 2004.
- *A Thousand Splendid Suns.* By Khaled Hosseini. Penguin Group, 2007.
- *Afghanistan: Land of Conflict and Beauty.* By John Griffiths. Deutsch, 2009.
- *The Taliban and the Crisis of Afghanistan.* By Robert D. Crews. Harvard University Press, 2009.
- *Decoding the New Taliban: Insights from the Afghan Field.* By Antonio Guisotzi. Columbia University Press, 2009.
- *The Afghanistan Wars.* By William Maley. Palgrave Macmillan, 2009.
- *The Places in Between.* By Rory Stewart. Mariner Books, 2006.

DOCUMENTARIES/MOVIES/TRAINING GUIDES/WEB

- *Afghanistan Revealed: The Unknown Story of a Land.* Nat. Geographic, 2001.
- *Charlie Wilson's War.* Dir. Mike Nichols. Universal Studios, 2008. DVD.
- *Ramms, Egon GEN.* 17 June 2010. Training Requirements for a COIN Environment. (NATO UNCLASSIFIED REL ISAF). Brunssum, The Netherlands.
- <http://afpak.foreignpolicy.com/dailybrief> (contains foreign policy information on Afghanistan and Pakistan).
- <http://www.isaf.nato.int> and <http://www.isaf.nato.int/COIN> (contains information on the mission and history of the International Security Assistance Force Afghanistan, and COIN).
- www.militaryonesource.com (contains online libraries and references for materials for study and understanding of Afghanistan's history and culture)
- Additional Military Review articles are located at <http://usacac.army.mil/CAC2/MilitaryReview/repository/MREditions2006-English.xml>

TIER 2

COMPANY-LEVEL PERSONNEL, TO INCLUDE JUNIOR STAFF OFFICERS, (O1-O3) AND BELOW (E1-E7)

- *Jungle of Snakes: A Century of Counterinsurgency Warfare from the Philippines to Iraq.* By James R. Arnold. Bloomsbury Press, 2010.
- *In the Graveyard of Empires: America's War in Afghanistan.* By Seth G. Jones. New York: W.W. Norton & Co., 2010.
- *Counterinsurgency.* By David Kilcullen. New York: Oxford University Press, 2010.
- *The Accidental Guerrilla: Fighting Small Wars in the Midst of a Big One.* By David Kilcullen. New York: Oxford University Press, 2010.
- *Learning to Eat Soup with a Knife: Counterinsurgency Lessons from Malaya and Vietnam* By John A. Nagl. University of Chicago Press, 2005.
- *Not a Good Day to Die: The untold Story of Operation Anaconda.* By Sean Naylor. Berkley, 2010.
- *Three Cups of Tea: One Man's Mission to Promote Peace...One School at a Time* By Greg & Relin Mortenson with David Oliver. NY Penguin Group, 2006.

TIER 3

REQUIRED READINGS FOR BATTALION LEVEL AND ABOVE

- *Ghost Wars: The Secret History of the CIA, Afghanistan, and Bin Laden from the Soviet Union to September 10, 2001.* By Steve Coll. Penguin Books, 2004
- *The Pacification of Algeria, 1956-1958.* By David Galula. 2nd Edition. RAND Corporation, 2006.
- *Descent into Chaos: The U.S. and the Disaster in Pakistan, Afghanistan, and Central Asia.* By Ahmed Rashid. New York: Penguin Group, 2009.
- *Horse Soldiers: The Extraordinary Story of a Band of U.S. Soldiers Who Rode to Victory in Afghanistan.* By Doug Stanton. Simon & Schuster Adult Publishing Group, 2009.
- *Afghanistan: A Military History from Alexander the Great to the Fall of the Taliban.* By Stephen Tanner. Da Capo Press, 2009.